PROVINCE OF SASKATCHEWAN

11-12

PLAN FOR 2011-12

MINISTRY OF CORRECTIONS,
PUBLIC SAFETY AND
POLICING

MINISTRY PLAN FOR 2011-12

Statement from the Minister

I am pleased to present the Ministry of Corrections, Public Safety and Policing's Plan for the upcoming year, which is in alignment with the *Government Direction for 2011-12: The Saskatchewan Advantage*.

This Plan provides details on the actions that my Ministry will be undertaking during the 2011-12 fiscal year to advance my mandate commitments. All of them are crafted with a single goal in mind: to help ensure the safety and security of Saskatchewan citizens. By keeping our communities, families, and individuals safe, we are enabling them to pursue the *Saskatchewan Advantage* – prosperity, promise, and great success.

I accept responsibility for furthering Government's commitments while ensuring the Ministry is managed with integrity and professionalism, with a commitment to Government's corporate values and principles. Examining programs and services to ensure the most effective and efficient delivery possible is a key priority for all ministries and an activity that will be reported on as results are achieved.

I will report on the progress made toward this Plan and my Mandate Letter, within the financial parameters provided to my Ministry, in the Ministry's annual report.

The Honourable D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing

Response to Government Direction

Government's plan for the upcoming year is described in the *Government Direction for 2011-12: The Saskatchewan Advantage*. The 2011-12 Budget supports this plan by maintaining and improving our quality of life through enhanced public services and creating more opportunities for all Saskatchewan citizens. Responsible fiscal management means finding the right balance between debt reduction, tax relief, investing in short-term capital infrastructure projects, and matching program spending to long-term, sustainable revenues.

Meanwhile, Government continues to promote effectiveness and efficiency throughout the public service; is continuing with its four-year plan to reduce Government's footprint; and has adopted a "Lean" culture of continuous improvement in the delivery of programs and services.

Ministry Plans for 2011-12 support the fulfillment of Government's **vision for a secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all**. Government's goals and priorities for the upcoming year are described in the *Government Direction* document, as well as in each ministry plan.

The Plan for 2011-12 communicates a high-level framework for the Ministry's key activities in the upcoming year. All ministries and agencies will report on results achieved or not yet achieved, in their annual reports, to honour Government's commitment to keep its promises, and to ensure greater transparency and accountability to Saskatchewan people.

Mission Statement

The Ministry's mission is to work in partnership with communities to advance the safety and security of citizens who live, work, and visit in Saskatchewan through effective:

- policing services and enforcement programs that meet the needs of all residents and communities in Saskatchewan;
- corrections practices with youth and adults that provide a balance of supervision, rehabilitation, and services with safety and security;
- emergency management and building and fire safety programs and services that enhance capacity and focus on mitigation, preparedness, response and recovery; and,
- oversight of a balanced legislative framework for boilers, pressure vessels, elevators, and amusement rides and administration of gas and electrical licensing.

Strategies and Actions

Government Goal – Security

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Strategy	Key 2011-12 Actions
Working in partnership with police and community leaders, reduce crime through effective enforcement and responses to offending	• Move forward with a long-term strategy for policing in Saskatchewan that builds upon current approaches to reducing violence, crime, and victimization. • Explore partnerships with community-based programs to deliver additional anti-gang programs and interventions for youth and adult offenders. • Provide the necessary resources to fully implement the Provincial Police Service Agreement and National Back-up Policy for the RCMP. • Continue to support policing initiatives to combat organized crime and gangs in the province, including: ~ the Witness Protection Program to provide safety to witnesses involved in the prosecution of gang and organized crime individuals; ~ participation in the development of the Western Canadian gang member database (a national database); ~ continuing to work with our neighbouring provinces to crack down on drug trafficking and other gang activities; and, ~ operation of the Internet Child Exploitation units to protect children from sexual exploitation over the Internet. • Complete the commitment to provide 120 new police officers over four years: for 2011-12, the remaining 30 new police officer positions will be rolled out. • Continue enhancements of the service provided to northern communities under the Safer Communities and Neighbourhoods (SCAN) program. • Continue to refine and support the civil forfeiture program in order to take the profit out of crime. • Continue discussions with the federal government and First Nations partners on the development of a model in support of First Nations policing in First Nations communities.

Strategy	Key 2011-12 Actions
Working with partners, reduce re-offending behaviour and enhance public safety through: effective rehabilitative interventions with offenders using a continuum of programs and services; and effective security and supervision of offenders	• Make rehabilitation more effective through: ~ continuous assessment of best practices and program effectiveness, such as the multi-year evaluation of the Dedicated Substance Abuse Treatment Unit (DSATU) at the Regina Provincial Correctional Centre; ~ effective correctional programming through expansion of the Courage to Change initiative based on the analysis of the field study; ~ training staff in core correctional practice; ~ implementing improvement actions identified through the Young Offender Programs' serious violent offender audit; ~ providing training and support such that Young Offender Programs' supervisors and youth workers achieve a mastery designation in community safety planning; ~ putting relapse prevention programming into practice for all young offenders and adult offenders supervised in community programs; ~ completing a multi-year strategy for cultural programming and services for First Nations and Métis offenders in custody and community; and, ~ further involving First Nations and Métis communities to develop an increasingly effective reintegration program for offenders. • Continue to support gains made in *The Road Ahead*, the Government's response to the recommendations from the External Investigation Team's Report into the August 2008 escape from the Regina Provincial Correctional Centre. Actions include legislative, regulatory, and policy reviews and increased use of video courts in correctional centres, including new services in Prince Albert. • Ensure public safety through ensuring sound infrastructure and enhanced security, including: ~ construction of a 32 cell pre-engineered building to address the severe overcrowding at Pine Grove Provincial Correctional Centre. • Investigate further efficiencies in Staff Workforce Scheduling processes through a focused institutional pilot project using a packaged software solution. • Continue to work with the Information Technology Office (ITO) and the Ministry of Justice and Attorney General on the design and development of the Criminal Justice Information Management System (CJIMS) project to modernize the existing systems for adult offender information and young offender information.

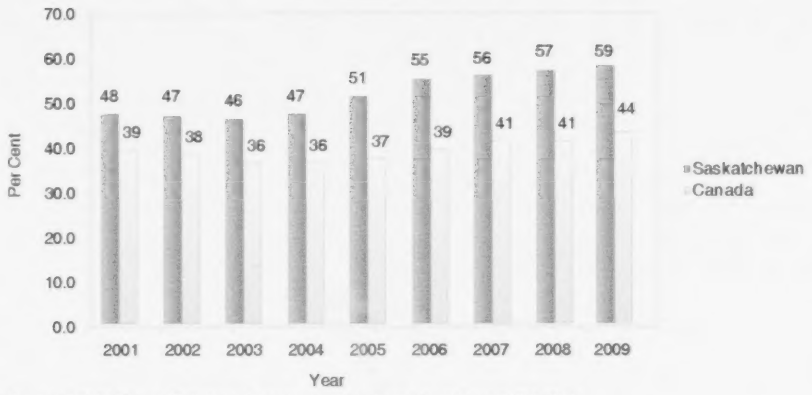
Strategy	Key 2011-12 Actions
Enhance municipal capacity in building standards, fire safety and emergencies; provide secure and sound infrastructure; and strengthen emergency management across government	• Coordinate provincial resources to support municipalities facing emergency situations through the development of new training initiatives to increase the preparedness for emergencies at municipal and regional levels. • Fully implement the Provincial Public Safety Telecommunication Network. • Continue to administer disaster financial assistance claims through the Provincial Disaster Assistance Program (PDAP) to address claims from previous years as well as new claims. • Advance a new training curriculum for building officials and establish an implementation plan. • Continue working towards adoption of the 2010 National Building Code and the 2010 National Fire Code for Saskatchewan. • Participate in discussions toward the development of effective Western Canadian partnerships in matters of emergency preparedness and response. • Continue to support provincial ministries, agencies, and Crown corporations in emergency management preparedness and training: ~ coordinate and facilitate an interministerial update of the Provincial Emergency Plan; ~ examine options for establishing a public alerting system for the province; ~ develop a new provincial data management system for fire and emergency statistics collection to assist in identifying gaps in service related to municipal emergency response capacity; and, ~ continue to improve emergency preparedness and resiliency among critical infrastructure owners and operators through facilitative work with the advisory network of owners and operators. • Implement the Seniors' Home Security Initiative to provide free home safety audits and home security devices to low-income seniors and seniors who have been victims of break-ins or home invasions. • Undertake an assessment of the expansion of equipment and personnel available for deployment in emergency situations, including working with the Ministry of Environment on the potential of using a Single Engine Air Tanker to complement fire fighting services.
Maintain public safety through the administration of gas and electrical licensing and the continued oversight of a balanced legislative framework for boilers, pressure vessels, elevators, and amusement rides	• Continue to administer gas and electrical licensing programs. • Continue to liaise with the Technical Safety Authority of Saskatchewan, the agency responsible for the licensing and inspection of boilers, pressure vessels, elevators, and amusement rides. • Work with Enterprise Saskatchewan on a broader approach to regulatory reform and public safety.

Government Goal – Promises

Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Strategy	Key 2011-12 Actions
Maintain safe and healthy work environments and a professional, accountable, and highly skilled Ministry workforce	• Contribute positively to Public Service Renewal and efficient, effective program and service delivery through: ~ recruitment and retention initiatives for Young Offender Programs with particular emphasis on the North and hard to recruit occupations including strategies such as relocation assistance, student hiring, and tuition support; ~ inclusive diversity practices; ~ respectful, professional workplaces; ~ continue to advance orientation to and annual review of the Adult Corrections Code of Professional Conduct; ~ employee engagement, accountability, and productivity; and, ~ health, safety, and wellness. • Ensure that the right to privacy of all clients is upheld through ongoing awareness and information sessions regarding security, privacy, access, and records management within the Ministry.
Improve the effectiveness and efficiency of Ministry programs and services so as to ensure the best use of public funds	• Continue to implement a management practice of assessment and continuous improvement to ensure a robust, objective, and multi-year assessment function. • Finalize an assessment tool for multi-year funding for community-based organizations and introduce multi-year funding agreements. • Initiate a review of community-based services for Young Offender Programs to determine effective governance structures and recommendations for future strategic planning. • Continue to work towards a Lean culture within the Ministry in order to improve service, lower costs, and obtain better results. • Continue to implement the Overtime Reduction Strategy and the Attendance Management and Support Program.

Performance Measures

Measure	Baseline / Trend Line Information
Percentage of police-reported incidents cleared by charge or cleared otherwise	

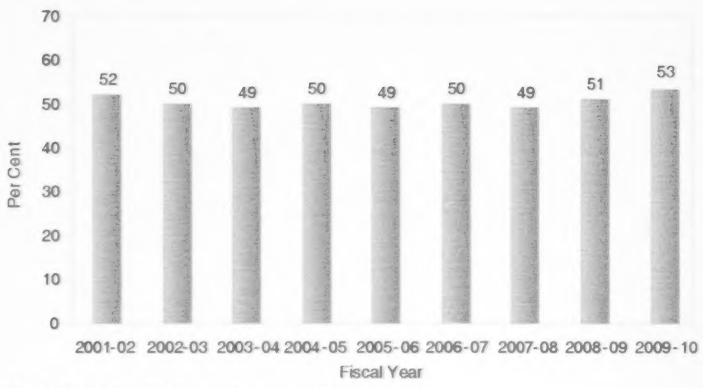
Source: CCJS Crime Statistics, Canada, Provinces and Territories 1997-2009

Measure Description

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearvance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Since 2001, Saskatchewan's clearance rates have continued to increase to a high of approximately 59 per cent in 2009. The clearance rate across Canada over this time period has ranged from a low of 36 per cent in 2004 to a high of 44 per cent in 2009.

While the measure is one indicator of the Ministry's progress in reducing crime through effective enforcement and responses to offending, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities; it does not prescribe the day-to-day operations of police services.

Measure	Baseline / Trend Line Information
Percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody	

Source: Adult Corrections Information Management System

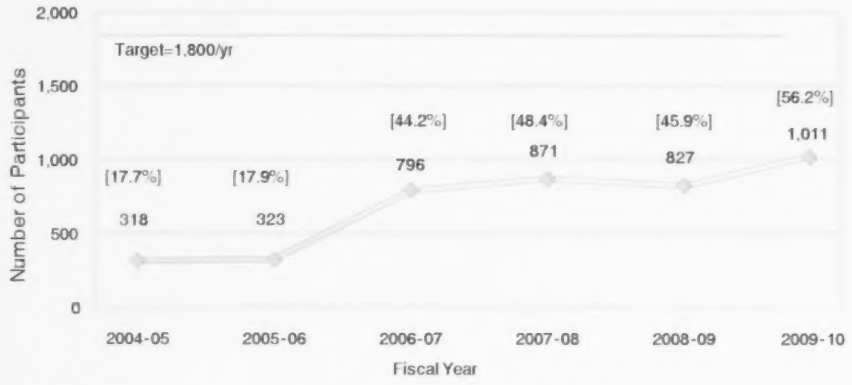
Measure Description

Research shows that correctional programs that target the needs of offenders and are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour. The percentage of offenders who have completed custody and were not re-admitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that Adult Corrections provides services for offenders with sentences of less than two years. The graph thus does not include those offenders whose sentences are two years or longer and served in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behaviour, including poverty, education, family and interpersonal violence, and addictions.

In 2009-10, the percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody was 53 per cent. The percentage has increased slightly since 2001-02. It is important to recognize that in adult correctional facilities; more than 74 per cent of offenders are categorized as high-risk to re-offend. At the same time, Saskatchewan's crime rate and in particular, the rate of violent crime remains high. The increasing number of inmates in secure adult facilities challenges the capacity of our existing infrastructure. These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

Measure	Baseline / Trend Line Information
Number of individuals participating in the Emergency Management Training Program	

Source: Protection and Emergency Services Monthly Statistics

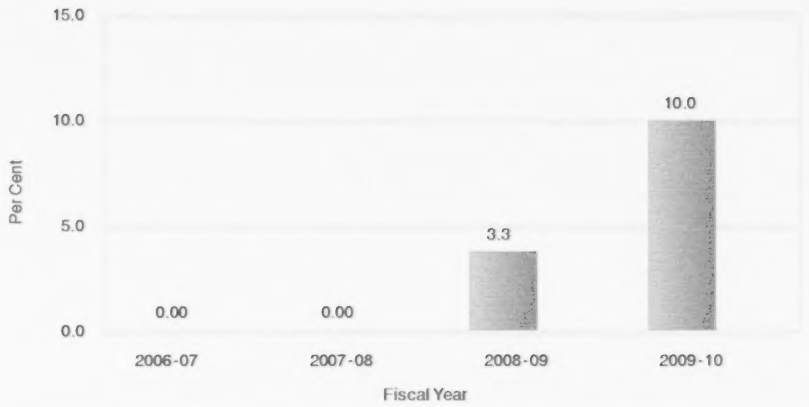
Measure Description

The Emergency Management Training Program provides training in the core essentials of an Emergency Management Framework through courses such as the development of an emergency plan, the operation of an emergency operating centre, and the elements of a community evacuation. The increased number of both people trained and the level of training is an indication that municipalities, through their local officials, are increasing their emergency management capabilities.

The target for training each year is 1,800 participants. This figure is a general estimate of the amount of training that would provide an adequate level of emergency management sustainability in communities. This training is ongoing, since there is a high rate of turnover and attrition in communities each year. Since 2004-05, the number of participants has increased significantly toward our target of 1,800.

There is a direct relationship between the number of participants and the level of preparedness at the community level. Municipalities that invest in training and development of their emergency management programs are typically better equipped to prepare for and respond to disasters within their community. Local officials and coordinators are able to generally provide a more effective response when required. This may include the activation of an Emergency Plan, in the event of an emergency incident, the opening of a local Emergency Operations Centre (EOC) or the implementation of a Communications Plan. This enhanced self-reliance results in improved public safety, a reduction in damage to property and critical infrastructure, greater resilience in recovery from disasters, and protection of the environment.

The Ministry has a moderate level of influence over this measure as it is a demand-driven system. The Ministry can establish targets and provide the opportunity for training, but it is municipalities themselves that decide on the amount of training they wish to invest in.

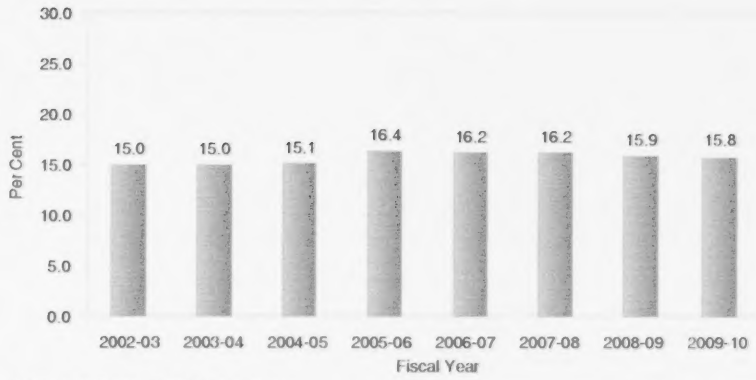
Measure	Baseline / Trend Line Information
Percentage of licensed pressure equipment inspected through Quality Management Systems	

Measure Description

Inspectors are required to perform periodic inspections of operating boilers and pressure vessels within the province. A satisfactory inspection certificate as a result of the inspection by the Technical Safety Authority of Saskatchewan is required for the owner to maintain a licence for operation. A Quality Management System provides a pressure equipment owner or insurer with the opportunity to establish a documented inspection program and employ qualified inspection personnel in order to perform recognized periodic inspections upon the equipment they own or insure. The documented inspection program covering such topics as measuring and testing equipment, periodic inspections and training of inspection personnel as well as the actual implementation of the Quality Management System of Inspections falls under agency review, registration, licensing, and audit oversight. This measure assesses the administration of a core regulatory component of an effective public safety program.

Since the Quality Management System of Inspection was only introduced in 2006-07, the baseline is zero and it will take time to establish long-term data. There were no licensed Quality Management Systems of Inspections prior to that time. For 2009-10, the percentage of licensed pressure equipment inspected through a Quality Management System was 10 per cent. It should be noted that the top 25 owners represent over one-third of the inventory.

Although responsibility for the licensing and inspection of boilers and pressure vessels within the province was transferred to the Technical Safety Authority of Saskatchewan in 2010, the province continues to be responsible for public safety through the legislative framework.

Measure	Baseline / Trend Line Information
Percentage of Ministry employees who self-identify as being of First Nations or Métis ancestry	

Source: Public Service Commission

Measure Description

First Nations and Métis people are significantly over-represented in Saskatchewan's criminal justice system – accounting for 70-80 per cent of the correctional custody population as compared with 15 per cent of the overall provincial population. The Ministry aims to provide effective rehabilitation programming that reduces re-offending behaviour. Cultural programming is a key component of effective rehabilitative interventions and thus contributes to our overall goal of enhancing safety within the province through reducing re-offending behaviour.

As a measure of performance, the percentage of First Nations or Métis employees within CPSP contributes to the overall organizational culture of diversity and its ability to support the holistic needs of the offender population, through such activities as cultural ceremonies, cultural traditions, and providing alternative role models. The Ministry has a moderate level of influence over this measure and undertakes various activities that will help increase the percentage of First Nations or Métis employees.

CPSP is an Equity Partner of the Human Rights Commission, and has achieved the goal of maintaining an Aboriginal workforce that is representative of the population of Saskatchewan – fluctuating between 15 and 16 per cent. CPSP's immediate strategy is to continue growing this success and strive for a proportion of First Nations and Métis employees that better correlates with the clients we serve.

Some of the steps the Ministry will continue to take to increase the proportion of correctional staff who are of First Nations or Métis ancestry include:

- attending career events with First Nations communities and across Saskatchewan to promote current and future careers with CPSP;
- designating Aboriginal positions in accordance with the Public Service employment equity hiring policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment, and other diversity workshops; and,
- continued education and awareness training provided to CPSP managers through the CPSP workshop First Nations and Métis Awareness Training.

CPSP is currently working alongside other government ministries to rejuvenate the overall goals and strategies for engaging a diverse workforce. Drawing on research expertise, consultations, jurisdictional scans, and international best practices, the goal is to develop a meaningful approach that goes beyond recruitment, that supports retention, and that leverages the unique talents that accompany a diverse workforce.

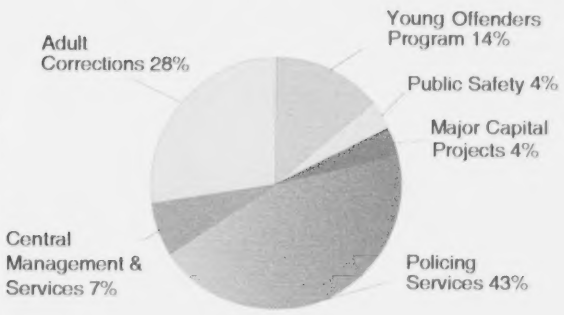
Financial Summary

Highlights of Appropriation and Expense 2011-12

2011-12 Estimates	(In thousands of dollars)
Central Management and Services	25,022
Adult Corrections	103,936
Young Offenders	51,710
Public Safety	19,749
Policing	167,482
Provincial Public Safety Telecommunications Network	
Major Capital Projects	10,700
Ministry Appropriation	**378,599**
Capital Acquisition	(13,500)
Amortization	2,401
Ministry Expense	**367,500**
FTE Staff Complement	**1,998.4**

For more information, see the Budget Estimates at: http://www.finance.gov.sk.ca/budget2011-12/

Ministry Spending by Subvote



Ministry Spending by Category
(Programs & Services is net of recovery)

Programs & Services 43%
Accommodations & Capital 9%
Grants and Transfers (Includes 3rd party capital) 46%
Central Management & Services 2%

HIGHLIGHTS

The following are key announcements being made in the 2011-12 Budget:

- Completion of Government's promise to hire 120 new police officers in four years with funding for 30 new positions.
- Fully implement the RCMP National Back-up Policy to ensure the safety of RCMP officers and communities.
- Continue to support the Provincial Police Service and the RCMP through a fully resourced Provincial Policing Services Agreement.
- The province has identified the reduction of crime and violence as a priority for ensuring the safety and security of Saskatchewan citizens. In 2011-12, the province will increase its investment in law enforcement and continue to work with police leadership and human service agencies to apply best and promising practices to reduce crime and violence.
- Further advancement on actions from *The Road Ahead, Towards a Safer Correctional System*, including the expansion of video courts in Adult Corrections and Young Offender facilities.
- Continue participation in a joint initiative between provincial governments and the federal government to build a Western Canadian Gang Database providing intelligence on gangs and organized crime to police services and corrections administrators.
- Commence a two-year project to construct a pre-engineered building containing 32 cells for Pine Grove Provincial Correctional Centre for women to alleviate significant overcrowding.
- Moving forward on the Criminal Justice Information Management System (CJIMS) project to modernize the existing systems for adult and young offender information and improve case management.
- Expansion of the Courage to Change initiative, which involves working with the offender on a one-on-one basis to target risk factors that contribute to criminal behaviour.
- Funding for the Provincial Disaster Assistance Program (PDAP) to address claims from previous years as well as new claims.
- Implementation of year one of a program to help ensure the safety of low-income senior citizens, with home security devices and home safety audits.

For More Information

Please visit the Ministry's website at www.cpsp.gov.sk.ca for more information on the Ministry's programs and services or call (306) 787-5051.